

DRAFT ONLY
NOT APPROVED FOR
INTRODUCTION

SENATE FILE NO. [BILL NUMBER]

Government efficiency project.

Sponsored by: Senator(s) Perkins

A BILL

for

1 AN ACT relating to the operation of government; creating a
2 program and account from which to pursue and fund
3 government efficiency initiatives; providing authority to
4 conduct efficiency related activities and to fund those
5 activities; authorizing the retention of efficiency related
6 savings by the governmental entity that created the savings
7 as specified; authorizing the creation of a project
8 management office; authorizing the creation of a governor's
9 grants office; continuing the Wyoming spending and
10 government efficiency commission; modifying commission
11 membership; requiring reports; authorizing positions;
12 providing appropriations; and providing for an effective
13 date.

1

2 *Be It Enacted by the Legislature of the State of Wyoming:*

3

4 **Section 1.**

5

6 (a) The purpose of this act is to continue the work
7 started by the 2017 Wyoming spending and government
8 efficiency commission, created by 2017 Senate File 156,
9 2017 Wyoming Session Laws, Ch. 183, and to accomplish the
10 purposes stated in this act. Pursuant to 2017 Wyoming
11 Session Laws, Ch. 183, the commission worked with the
12 governor's office and various executive branch agencies
13 during the 2017 interim to identify potential savings and
14 efficiency initiatives that could be implemented in Wyoming
15 state government. To aid in this effort, the law creating
16 the commission provided an appropriation to the governor's
17 office for the retention of a government efficiency
18 consultant. During the 2017 interim, the governor used the
19 appropriation to retain the services of Alvarez & Marsal
20 Public Sector Service, LLC. In August, September and
21 October of 2017, Alvarez & Marsal studied Wyoming's state
22 government and, on November 6, 2017, issued a report
23 containing preliminary recommendations for potential

1 savings and efficiency initiatives. The report is on file
2 with and available for public inspection from the Wyoming
3 legislative service office. The recommendations made by
4 Alvarez & Marsal in its November 6, 2017 report should be
5 further studied and implemented pursuant to the terms of
6 this act. Additional efforts should be made to identify new
7 savings and efficiency opportunities that exist in the
8 operation of Wyoming's state government. The purpose of
9 this act is to accomplish these goals.

10

11 **State Savings and Efficiency Initiatives Account**

12

13 (b) The state savings and efficiency initiatives
14 account is hereby created. Funds in the account shall be
15 continuously appropriated to the account until reverted by
16 the legislature. Funds in the account shall only be
17 expended for the purpose of funding the projects, entities
18 and initiatives authorized by this act and only with the
19 direction and approval of the governor.

20

21 (c) Whether through a project management office or
22 otherwise, the governor may accept proposals for the
23 funding of savings and efficiency related projects that,

1 upon the governor's approval, shall be funded from the
2 state savings and efficiency initiatives account. Funding
3 from the account shall only be provided to the extent that
4 existing biennium budgets or current biennium cost savings
5 from the operation of the approved project are insufficient
6 to fund the project. The governor shall endeavor to fund
7 only projects with a high likelihood of generating revenues
8 or providing savings, efficiencies or process improvements
9 to government operations or services. Except if identified
10 as a priority by the Wyoming spending and government
11 efficiency commission, the governor shall not favor
12 projects that only provide additional support for existing
13 processes or infrastructure. The governor shall give
14 special consideration to funding the projects identified as
15 priorities by the Wyoming spending and government
16 efficiency commission in its November 30, 2017 report,
17 including the projects and initiatives specifically
18 authorized by this act and the following projects:

19

20 (i) Integrating technology across state
21 agencies;

22

1 (ii) Developing regional services centers for
2 school districts;

3

4 (iii) Implementing and expanding shared services
5 throughout the state's agencies, including human resource
6 services and financial systems;

7

8 (iv) Conducting a statewide organizational and
9 line of service review to reveal overlapping
10 responsibilities and assure that appropriate and efficient
11 organizational and managerial structures are being
12 utilized;

13

14 (v) Increasing staffing levels for key audit and
15 collections positions;

16

17 (vi) Conducting a strategic sourcing review
18 within the state's procurement system and implementing
19 strategic sourcing solutions as practical and appropriate;

20

21 (vii) Identifying and exporting to other state
22 agencies beneficial best practices and process improvements
23 already in use.

1

2 (d) The governor shall encourage applicants to
3 provide in their project proposals, or to develop during
4 the term of a funded project, a means of identifying and
5 quantifying any savings that may be realized as result of
6 the project as demonstrated by the following:

7

8 (i) Clear goals and defined purposes for the
9 project;

10

11 (ii) Specific metrics by which to measure the
12 progress and success of the project;

13

14 (iii) The project's incorporation of incentives
15 to encourage those affected by the project to implement and
16 support it;

17

18 (iv) A detailed project budget with an
19 explanation of the expenditures required for the project;

20

21 (v) A detailed budget of the savings or revenues
22 expected from the project and a detailed description of any

1 process improvements or increased efficiencies expected to
2 be realized through the project; and
3

4 (vi) An analysis of the potential for
5 implementing the project's efficiencies, cost savings or
6 process improvements to other agencies and political
7 subdivisions.
8

9 (e) Whether through a project management office or
10 otherwise, and after giving consideration to any savings
11 identification methods provided in a project proposal
12 pursuant to subsection (d) of this section, the governor
13 shall promulgate rules and then adopt consistent procedures
14 to identify and quantify any savings that are realized as
15 the result of any project funded under subsection (c) of
16 this section. If savings are expected to result from a
17 funded project, the governor shall endeavor to establish
18 the matrix by which the savings shall be identified and
19 quantified prior to generation of the savings. Where the
20 identification and measurement of savings is not reasonably
21 possible at the beginning of a project, the governor may
22 require that a means of identification and measurement be
23 developed during the course of the project.

1

2 (f) All savings that are realized by the state as the
3 result of a project funded under subsection (c) of this
4 section or that are generated by any activity undertaken as
5 a result of this act and that are identified by any means
6 shall not revert to the general fund and shall be deposited
7 into the state savings and efficiency initiatives account,
8 except that the governor may authorize any agency or
9 governmental entity responsible for generating the savings
10 to retain not more than twenty-five percent (25%) of the
11 savings as a reward for generating the savings and as an
12 inducement to promote state government savings and
13 efficiencies. Funds deposited into the state savings and
14 efficiency initiatives account shall be continuously
15 appropriated to the account until reverted by the
16 legislature and may be used by the governor to fund
17 additional savings and efficiency related projects as
18 authorized by this act.

19

20 (g) Not less than quarterly, the governor shall
21 provide to the legislature's management council, the joint
22 appropriations committee and the Wyoming spending and
23 government efficiency commission a report summarizing all

1 projects being funded pursuant to this act. The report
2 shall include a description of each project, the project's
3 purpose or goals, the amount pledged to the project, the
4 amount expended on the project, the status of the project,
5 the revenues, savings or efficiencies anticipated from the
6 project, the methods being used to recognize and measure
7 any savings realized from the project and any savings that
8 have been realized as a result of the project.

9

10 Project Management Office

11

12 (h) Funds in the state savings and efficiency
13 initiatives fund may be used by the governor to create and
14 fund a project management office to be located within the
15 governor's office. If created, the project management
16 office shall help formulate a comprehensive and coordinated
17 state-wide efficiency plan and pursue targeted reviews of
18 those state agencies and functions where new efficiencies
19 and savings are likely to be discovered. If created, the
20 project management office shall conduct organizational
21 reviews, including span of control reviews, of state
22 agencies where appropriate. Subject to the governor's
23 approval and further direction, if created, a project

1 management office shall study and consider implementation
2 of the savings and efficiency recommendations made by
3 Alvarez & Marsal in its November 6, 2017 report and shall
4 coordinate all savings and efficiency efforts pursued
5 pursuant to this act. The project management office shall
6 conduct its business in consultation with the Wyoming
7 spending and government efficiency commission and shall
8 consider any recommendations made by the commission.

9
10 (j) The governor may staff a project management
11 office and conduct the office's work using employees of the
12 governor's office and employees of other executive branch
13 agencies. The governor also may hire one (1) or more
14 persons to staff the office using funds from the state
15 savings and efficiency initiatives fund. In addition, the
16 governor may contract with one (1) or more firms having
17 expertise in government efficiency to provide staff for the
18 project management office. Every firm retained by the
19 governor pursuant to this subsection shall be selected
20 pursuant to a competitive process and subject to standard
21 procurement procedures. In retaining one (1) or more firms
22 under this subsection, the governor shall consider
23 requiring the firms to continue the efficiency work started

1 by Alvarez & Marsal and to identify additional savings and
2 efficiency initiatives that can be beneficially applied in
3 Wyoming.

4

5 **Governor's Grants Office**

6

7 (k) Funds in the state savings and efficiency
8 initiatives fund may be used by the governor to create and
9 fund a governor's grant's office to be housed in the
10 governor's office. The governor may staff the office and
11 conduct the office's work using employees of the governor's
12 office and employees of other executive branch agencies.
13 The governor also may hire one (1) or more persons to staff
14 the office using funds available in the state savings and
15 efficiency initiatives fund.

16

17 (m) If created, the governor's grants office shall be
18 responsible for providing technical and tactical assistance
19 to governmental entities in identifying, prioritizing,
20 qualifying for, obtaining, tracking and maintaining
21 appropriate and available federal funding. The office
22 shall work to promote proper fiscal management, program
23 management, audit compliance, tracking and reporting in

1 order to gain or maintain eligibility for appropriate
2 federal funds. The office also may act as a special point
3 of contact for governmental entities and provide
4 information resources and grants training. The governor may
5 require the office to report on federal grant expenditures
6 and to produce grant manuals. The governor and state
7 auditor may consider if there is a need for a grants
8 management system. If a grants management system is
9 necessary, the grant management system shall be designed to
10 integrate with the state's current uniform accounting
11 system financial grants module, if practicable, and shall
12 meet the state's needs while creating additional
13 functionality which could enable the state to accept fiscal
14 agent responsibilities for school district grant oversight.

15

16 (n) No new federal funding source shall be pursued by
17 a governor's grants office without the prior approval of
18 the governor or if new statutory authority is required, by
19 the legislature.

20

21

Annual Ideas Festival

22

1 (o) Funds in the state savings and efficiency
2 initiatives fund may be used by the governor to create and
3 fund an annual ideas festival, intended to incentivize
4 state employees to identify and implement initiatives for
5 revenue generation, savings and efficiencies in the
6 operation of state government. In creating the annual
7 ideas festival, the governor shall consider an ongoing
8 program that invites teams of state employees to submit
9 plans for projects that could create state government
10 revenues, efficiencies or savings. The governor may award
11 up to twenty-five thousand dollars (\$25,000.00) per year to
12 contestant winners, but not more than five thousand dollars
13 (\$5,000.00) per team member. The governor shall consider
14 the necessity of publicizing the rollout of an annual ideas
15 festival and hosting an awards ceremony to encourage state
16 employees to participate in future ideas festivals.

17

18 (p) Any savings realized as the result of an annual
19 ideas festival proposal shall be used to fund festival
20 rewards and future ideas festivals up to the limits
21 established in subsection (o) of this section. All
22 remaining funds shall be deposited into the state savings
23 and efficiency initiatives fund.

1

2 **Section 2.**

3

4 (a) The Wyoming spending and government efficiency
5 commission, created by 2017 Senate File 156, 2017 Wyoming
6 Session Laws, Ch. 183, is hereby continued and shall be
7 staffed by the legislative service office.

8

9 (b) The commission shall be composed of eleven (11)
10 members. Three (3) members shall be appointed by the
11 management council of the legislature of whom one (1) shall
12 be from the private sector and one (1) each from the senate
13 and house of representatives. Four (4) members shall be
14 appointed by the governor, of whom two (2) shall be from
15 the private sector and one (1) shall be a member of the
16 governor's staff. One (1) member shall be appointed by the
17 chief justice of the Wyoming supreme court. The state
18 auditor, or the auditor's designee, shall be a member of
19 the commission. The chief information officer of
20 enterprise technology services, or an appropriate designee,
21 and the director of the department of administration and
22 information, or an appropriate designee, shall also serve
23 as members of the Commission. All members of the

1 commission shall be voting members except the chief
2 justice's appointee, the chief information officer or his
3 appointee and the director of the department of
4 administration and information or his designee. Except as
5 required by this subsection, no voting member of the
6 commission shall be a full-time state employee. The
7 commission shall elect a chairman from among its two (2)
8 legislative members.

9

10 (c) The members of the commission shall be appointed
11 not less than thirty (30) days after the effective date of
12 this act.

13

14 (d) Members who are not legislators shall receive per
15 diem and travel expenses in the same manner and amount
16 provided under W.S. 28-5-101.

17

18 (e) The commission shall meet at the call of the
19 chairman or the governor as necessary to complete the
20 following duties:

21

22 (i) The commission shall monitor and, where
23 appropriate, provide recommendations with regard to all

1 savings and efficiency activities initiated under this act
2 or as a result of the commission's work during the 2017
3 interim;

4
5 (ii) The commission shall work with the
6 governor, any project management office established by the
7 governor, any grants office established by the governor and
8 any efficiency consultants retained by the governor's
9 office to keep apprised of new or continuing savings and
10 efficiency opportunities that are or might be pursued by
11 the state and, where appropriate, make recommendations on
12 the opportunities;

13
14 (iii) The commission shall monitor expenditures
15 from the state savings and efficiency initiatives account
16 and shall keep apprised of any progress made on projects
17 funded from the account;

18
19 (iv) The commission shall act as a conduit
20 between the executive branch and the legislature to assure
21 a coordinated effort in accomplishing all savings and
22 efficiency initiatives pursued under this act. The
23 commission shall accept for consideration any legislative

1 changes identified by the governor's office or any other
2 entity assigned duties under this act as necessary to
3 accomplish any initiatives pursued under this act.

4

5 (f) On or before November 30, 2018 and again on or
6 before November 30, 2019, the commission shall provide a
7 report to the governor, the management council of the
8 legislature and the joint appropriations committee
9 summarizing its activities. The report may provide
10 recommendations regarding any activity undertaken under
11 this act and shall include an outline of any legislative
12 changes recommended to the commission during the course of
13 its work or which are independently identified by the
14 commission. In the report due on or before November 30,
15 2019, the commission shall recommend whether the commission
16 should be continued beyond June 30, 2020.

17

18 (g) The commission shall exist until June 30, 2020.

19

20 **Section 3.**

21

22 (a) There is appropriated ten million dollars
23 (\$10,000,000.00) from the general fund to the state

1 auditor's office to be deposited into the state savings and
2 efficiency initiatives account which is created by this
3 act. This appropriation shall only be expended and shall
4 revert as provided in Section 1(b) of this act.

5
6 (b) There is appropriated eighteen thousand dollars
7 (\$18,000.00) from the general fund to the legislative
8 service office. This appropriation shall be for the period
9 beginning with the effective date of this act and ending
10 June 30, 2020. This appropriation shall only be expended
11 for the purpose of providing reimbursement for members of
12 the Wyoming spending and government efficiency commission
13 appointed by the management council. Notwithstanding any
14 other provision of law, this appropriation shall not be
15 transferred or expended for any other purpose and any
16 unexpended, unobligated funds remaining from this
17 appropriation shall revert as provided by law on June 30,
18 2020.

19
20 (c) There is appropriated four thousand dollars
21 (\$4,000.00) from the general fund to the governor's office.
22 This appropriation shall be for the period beginning with
23 the effective date of this act and ending June 30, 2020.

1 This appropriation shall only be expended for the purpose
2 of providing reimbursement for members of the Wyoming
3 spending and government efficiency commission appointed by
4 the governor. Notwithstanding any other provision of law,
5 this appropriation shall not be transferred or expended for
6 any other purpose and any unexpended, unobligated funds
7 remaining from this appropriation shall revert as provided
8 by law on June 30, 2020.

9
10 **Section 4.** This act is effective immediately upon
11 completion of all acts necessary for a bill to become law
12 as provided by Article 4, Section 8 of the Wyoming
13 Constitution.

14

15 (END)

